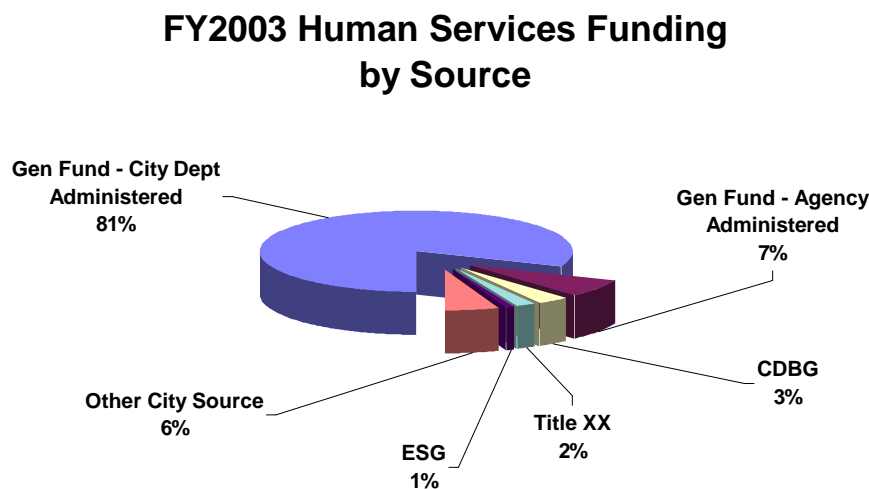## Introduction

This Human Services Plan articulates the City of Tucson's strategy for investing in human services programs that are part of a community-wide service delivery system. Maintaining a delivery system of human services is an investment in a strong and healthy community.

Human service programs are defined as targeted programs designed to meet a unique need, not common to all residents, and to enhance the quality of life for program participants. Service areas are grouped into four major categories; assistance to people in crisis, support services, youth development and individual development.

History

In FY 2003, the City of Tucson invested approximately $34 million in human services programs. Approximately $30 million of this was used on the administration of community-wide parks and recreation programs, Public Defender services for low-income residents, transportation services for the elderly and persons with disabilities, and a variety of smaller programs designed to support safety, youth making good choices, and self-sufficiency. The remaining $4 million was granted to local agencies that provided direct human services to clients.

The following chart provides a breakout of FY 2003 funding sources.

FY2003 Human Services Funding by Source

- Gen Fund - City Dept Administered 81%
- Gen Fund - Agency Administered 7%
- CDBG 3%
- Title XX 2%
- ESG 1%
- Other City Source 6%

In FY 2003, the Human Services Allocation committee recommended funding levels in each service category. The following chart shows how the roughly $4 million available to agencies, was allotted.

2003 Funding

Service Category	FY 2003 Funds	Proposed Percentage
Crisis Assistance		
Domestic Violence Services	274,943	7.00%
Emergency Assistance	235,665	6.00%
Shelter & Support Services	628,441	16.00%
Substance Abuse Treatment	78,555	2.00%
Subtotal	1,217,604	31.00%
Support Services		
Client Assessment/Case Mgmt	274,943	7.00%
Counseling/Mental Health	157,110	4.00%
Health & Safety	117,833	3.00%
Independent Living	314,220	8.00%
Legal Services/Assistance	19,639	0.50%
Subtotal	883,745	22.50%
Youth Development		
Childcare/Early Childhood Development	216,027	5.50%
Delinquency Prevention & Intervention	157,110	4.00%
Out of School Time Care	157,110	4.00%
Parenting Education & Support	98,194	2.50%
Subtotal	628,441	16.00%
Individual Development		
Community Involvement	137,471	3.50%
Education/Academic Support	137,471	3.50%
Job Training/Employment	706,996	18.00%
Recreation and Enrichment	157,110	4.00%
Subtotal	1,139,048	29.00%
Contingency	39,278	1.00%
Training	19,639	0.50%
TOTAL	3,927,755	100.00%

Below is a 5-year history of human services funding, by category. Although funding levels have remained relatively constant, the recent downturn in the economy and cuts in federal and state programs have created a greater need for services. These factors, combined with the rising cost of service delivery, lessen the impact of these dollars.

Service Category	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003
Crisis Assistance					
Domestic Violence Services	$ 565,866	$ 514,825	$ 523,583	$ 1,123,750	$1,021,890
Emergency Assistance	$ 524,734	$ 179,382	$ 210,151	$ 176,184	$245,665
Shelter and Support Services	$ 910,532	$ 1,071,916	$ 867,177	$ 961,109	$965,036
Substance Abuse Treatment	$ 294,828	$ 333,735	$ 309,346	$ 93,222	$78,555
Subtotal	$ 2,295,960	$ 2,099,858	$ 1,910,257	$ 2,354,265	$2,311,146
Support Services					
Client Assessment/Case Mgmt.	$ 462,169	$ 428,591	$ 406,144	$ 335,667	$288,873
Counseling/Mental Health	$ 667,060	$ 643,384	$ 629,985	$ 628,650	$478,115
Health and Safety	$ 338,157	$ 306,157	$ 321,479	$ 523,359	$447,444
Independent Living	$ 5,896,471	$ 5,879,684	$ 6,488,879	$ 6,904,051	$6,569,406
Legal Services/Assistance	$ 2,099,770	$ 2,609,811	$ 2,707,791	$ 3,220,746	$3,338,704
Subtotal	$ 9,463,627	$ 9,867,627	$10,554,278	$11,612,473	$11,171,542
Youth Development					
Child Care/Early Childhood Devel.	$ 358,488	$ 371,419	$ 412,272	$ 392,447	$400,475
Delinquency Prev. and Intervention	$ 1,769,280	$ 2,295,455	$ 2,267,138	$ 2,710,718	$3,005,776
Out of School Time Care	$ 2,222,709	$ 2,695,715	$ 2,631,372	$ 2,300,679	$2,192,647
Parenting Education and Support	$ 176,431	$ 184,380	$ 179,102	$ 128,798	$121,630
Subtotal	$ 4,526,908	$ 5,546,969	$ 5,489,884	$ 5,532,642	$5,720,528
Individual Development					
Community Involvement	$ 135,147	$ 136,819	$ 201,629	$ 1,091,626	$441,421
Education/Academic Support	$ 805,470	$ 706,979	$ 633,081	$ 624,701	$517,763
Job Training/Employment	$ 1,953,103	$ 2,761,876	$ 2,412,909	$ 1,905,279	$1,791,426
Recreation and Enrichment	$ 7,496,924	$ 9,614,578	$ 9,605,545	$12,020,661	$11,677,704
Subtotal	$10,390,644	$13,220,252	$ 12,853,164	$15,642,267	$14,428,314
TOTALS	$26,677,139	$30,734,706	$ 30,807,583	$35,141,647	$33,631,530

Human services address the needs of individuals, including youth and families, elderly persons, disabled persons, homeless persons, and low-income adults. The needs represented by these populations are as diverse as the populations themselves. The following illustrates how City human services funding has assisted these populations.

Five Year Funding History by Population

Target Populations	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003
Programs for Youth & Families	$ 15,294,601	$ 17,675,631	$ 17,237,606	$ 21,140,021	$19,552,888
Programs for the Elderly	$ 3,165,305	$ 3,035,939	$ 3,103,172	$ 3,790,661	$4,082,771
Programs for Persons with Disabilities	$ 5,635,771	$ 6,836,765	$ 7,685,265	$ 7,948,369	$7,126,946
Programs for the Homeless	$ 2,693,006	$ 2,234,076	$ 1,916,821	$ 2,103,751	$2,289,890
Other Programs for Adults	$ 3,934,178	$ 4,867,705	$ 4,637,785	$ 6,214,788	$5,687,927

Because some programs serve more than one population, these dollars do not add up to the total in human services funding for the applicable fiscal year.

Strategic Process – fiscal years 2005 & 2006

The purpose of the Human Services Strategic Plan is to ensure that effective services are available to meet the needs of the community. The collaboration of local government, service delivery agencies, and residents is necessary to develop strategies to improve and enhance the quality of life for community residents. This document was prepared through a collaborative effort between the Human Services Planning Committee, experts in the field of human services delivery, and community stakeholders.

Planning Committee

The City Manager appointed a representative planning committee for the development of the Human Services Plan. Members included two representatives from the Community Development Advisory Committee (CDAC), a representative of the United Way, a representative of the Governor's Office, a Workforce Investment Board member, a representative from the Arizona State University School of Social Work, one City staff member from the Department of Neighborhood Resources, and a private consultant.

The planning committee implemented the process outlined in this report and developed the recommendations and funding plan for fiscal years2005 and 2006.
The following are members of the Planning Committee:

Josephina Ahumada	Arnold Palacios
Gene Berry	Linda Pierce
Ron Duncan	Paki Rico
Maenelle Fleming	Craig Snow
Andrea Ibanez	

Oversight Committee

Planning Committee recommendations are reviewed by the Oversight Committee, which forwards them to the City Manager for approval. The Oversight Committee members are:

Emily Nottingham, Director	Liana Perez, Director
Community Services	Equal Opportunity Office

Dan Newburn, Chief
Tucson Fire Department

City Department Input

In August 2003, Community Services staff met to review the previous 2-year Human Services process, to determine what had worked and what changes were needed. In making recommendations for change, staff considered input from funded agencies, as well as their own experience during the process. Staff recommended to the Planning Committee that the minimum award amount be increased and that service categories be consolidated and clarified.

City staff also met with Directors of City Departments that receive Human Services funding. The Directors offered comments and suggestions for improving the funding process and directing funds at specific target populations. Highlights of those meetings are listed below.

Economic Development
Consider targeting job/job-training dollars in the Empowerment Zones

Parks and Recreation
Target proposals that are compatible with the Master Plans

Tucson Police Department
Add more kid-friendly programs

Department of Neighborhood Resources
Increase accountability of services

Community Input

In order to gather input on the Human Services Plan from service providers and other community experts, city staff sent letters and e-mails to community stakeholders, requesting that they provide comments and insight into the delivery of human services in our community.

The following are highlights from the comments received:

? The lack of transportation can deny older, vulnerable adults and disabled individuals full participation in their community, and may mean the difference between independence and being placed in an institution. Transportation is a critical link to other essential services.

? Preventing the escalation of situations that create crisis conditions needs to be an integral part of the planning process.

? Programs designed to provide youth and their families with the knowledge and skills necessary to make better life decisions are critical.

- ? Providing resources to assist young people become healthy, productive, civic-minded adults is the responsibility of each community that wants to move beyond crisis management.

- ? Services are targeted to individuals in the greatest social and economic need, with particular attention to minority individuals.

- ? Communities must fund programs and develop policies designed for a longer living community of older citizens.

- ? Identify priority needs for funding based on good assessments.

- ? Ensure coverage of services for priority needs and avoid duplication.

- ? Standardize reporting forms.

- ? Publicize successes in achieving desired outcomes.

- ? Case management services for both youth and elderly are missing from the services funded.

- ? Support senior citizens via case management.

- ? Adult basic education plays a key role in community development.

- ? Continued and increased emphasis on good value for the dollar, as measured by real outcomes.

- ? Increased need for emergency services for vulnerable homeless clients.

- ? Increase transportation and wellness centers for the elderly.

- ? It is critical that the social safety net in our community not be allowed to weaken.

- ? One of the most pressing issues is in the area of quality childcare.

Planning Committee Recommendations

The Planning Committee considered input received from community stakeholders and Department Directors, and, along with their expertise in this area, made the following modifications to the Strategic Plan.

1. The minimum grant award is increased from $10,000 to $25,000.
   Committee members felt that this would reduce administrative costs, while increasing impact and accountability.

2. Service sub-categories are reduced from 17 to 12.
   Three program areas were eliminated:

   Substance Abuse Treatment – Committee members didn't think the City should target this type of program because it is currently funded through the Regional Behavioral Health Authority.

   Mental Health – The sub-category of Counseling/Mental Health is now Counseling only. Mental Health care is also the responsibility of the Regional Behavioral Health Authority.

   Legal Services – The majority of funding for this category came from Title XX, which will now be directly administered by the State Department of Economic Security.

   Three sub-categories were combined with existing categories.

   In Crisis Assistance, the Shelter and Support Services category were merged with other categories. Emergency Shelter is now with Emergency Assistance and Shelter, and Emergency Support Services was moved to sub-categories under the Support Services Category. Transitional Shelter has been added to a sub-category under Support Services.

   Youth & Early Childhood Development/Support sub-categories were reduced by combining Out of School Time Care with Childcare/Early Childhood Development. The committee felt the two program areas were so similar they should be combined.

   Individual Development sub-categories were reduced by combining Education/Academic Support and Job Training/Employment.   Again, it was felt that programs funded under these categories were so similar they should be combined.

This year's funding categories are as follows:

Crisis Assistance

Domestic Violence/Sexual Assault Services
Emergency Assistance and Shelter

Support Services

Client Assessment/Case Management/Transitional Shelter
Counseling
Health and Safety
Independent Living/Elderly Housing

Youth and Early Childhood Development and Support

Childcare and Early Childhood Development
Delinquency Prevention and Intervention
Parenting Education and Support

Individual Development

Community Involvement
Education, Job Training and Placement
Recreation and Enrichment

3. The committee updated the Guiding Principles to reflect whom we service and how services are delivered. The Guiding Principles will be used as a tool to evaluate funding requests:

Guiding Principles

? Services are affordable and accessible for all individuals
? Services are geographically distributed, and responsive to the needs of specific areas
? Services are culturally competent and confidential
? Programs promote client self-sufficiency
? Programs promote prevention education
? Agencies must demonstrate capacity for fiscal and performance accountability, including measurable outcomes
? Agencies must demonstrate sustainability
? Agencies must demonstrate meaningful and relevant collaborations that maximize resources

? Agencies seek public-private partnerships
? Agencies structure programs using identified best practices
? Agencies leverage additional funds so the City is not the sole funding source

4. The following funding priorities were established:

  Children and Youth
  Elderly
  Meaningful Collaboration among agencies

The common theme among committee members and stakeholders was that the youth and elderly populations are underserved. The committee also felt that meaningful collaboration is important in order to maximize resources.

Plan Components

Each service category has three components that must be addressed by agencies requesting funds. These components were designed to ensure that funded programs target specific community needs and produce required outcomes. The following is a description of each.

Basic Service Elements: Agencies must demonstrate one or more of the basic service elements to be eligible for funding.

Service Priorities: Service priorities identify special populations, programs, or geographic areas the City has interest in supporting or funding in the current planning cycle.

Proposed Outcomes: Proposed outcomes are results that are expected from the investment in a given service area.

2005 Funding

City funding for both City-administered and agency-administered human service programs comes from:

?   The City's General Fund - $27,274,300
    A majority of human services funding comes from the City's General Fund

?   Other City Sources - $1,860,850

?   Community Development Block Grant (CDBG) - $1,155,000
    This program constitutes the largest annual federal entitlement the City receives.
    Federal guidelines limit funding for human services programs to 15% of the total award.

?   Emergency Services Grant (ESG) - $252,700
    This federal program provides for the competitive allocation of funds to homeless prevention programs and emergency shelter services and operations.

The following chart illustrates the percentage of funding recommended by the Planning Committee, in each service category. These numbers reflect the $3.8 million available to agencies.

FY2005 Human Services Funding Percentages

Crisis Assistance:	
Domestic Violence/Sexual Assault Services	11%
Emergency Assistance and Shelter	20%
Crisis Assistance Total	31%
Support Services:	
Client Assessment/Case Management	5.3%
Counseling	5.3%
Health & Safety	3%
Independent Living/Elderly Housing	10.4%
Support Services Total	24%
Youth & Early Childhood Development/Support	
Childcare/Early Childhood Development	10%
Delinquency Prevention & Intervention	4%
Parenting Education & Support	6%
Youth Development Total	20%
Individual Development:	
Community Involvement	3.5%
Education, Job Training and Placement	19.8%
Recreation & Enrichment	1.7%
Individual Development Total	25%
Grand Total	**100%**

Formula for Adjustments Based on Funding Fluctuations
This plan assumes that FY 2006 allocations will be identical to FY 2005. If the funding to support this plan is significantly reduced or increased, the plan will be brought before the Oversight Committee for direction. If there are insignificant changes in funding levels, those changes will be incorporated equally across all service categories.

Human Services Categories

1. ## CRISIS ASSISTANCE
The City's goal is to encourage and help maintain a coordinated community response for individuals in crisis, to arrest the crisis, stabilize the client, and link the client to support services.

Domestic Violence/Sexual Assault Services
Programs that provide emergency services to victims of domestic violence and/or sexual assault, to provide shelter, medical and forensic services, break the cycle, stabilize the household, promote self-sufficiency.

Basic Service Elements:
? Individuals in fear of their safety have a place to obtain help at any time of day or night
? Programs incorporate proactive education, outreach, and advocacy on the issue of domestic violence and sexual assault
? Support is available for all parties involved in domestic violence

Service Priorities:
? Increase individual safety by providing a place to seek help 24 hours a day, 7 days a week
? Increase the number of shelter beds available for victims of domestic violence
? Prevention programs for single parent families and elderly individuals are offered
? Programs include intervention and support designed to modify behavior

Proposed Outcomes:
? Create immediate safety and stabilize the client's environment
? Eliminate repeated abuse and violence in the client's life
? Develop a transitional plan to attain self-sufficiency
? Mental health issues are identified and addressed
? Family unification is achieved as appropriate

Emergency Assistance and Shelter
The City's goal is to provide emergency intervention and services to meet the basic needs of persons in crisis

Basic Service Elements:
? Individuals are stabilized and directed to appropriate resources
? Shelters provide a safe and structured environment that ensures confidentiality and equality, and promote dignity

Service Priorities:
? Programs ensure that shelter beds are available for the variety of needs and populations seeking shelter
? Clients receive timely assistance and their individual needs are prioritized and matched with services

Proposed Outcomes:
? Clients' immediate needs for health and safety are addressed
? Clients are linked with appropriate services

2. SUPPORT SERVICES
The City's goal is to promote a safe community and access to essential services for all residents, particularly vulnerable persons and persons with barriers to achieving optimum independence.

Client Assessment and Case Management
Programs that help clients to develop specific goals and to identify and use a complimentary network of services and resources to attain those goals.

Basic Service Elements:
? Individuals' needs are assessed and they have immediate access to basic services such as food, clothing, transportation, transitional shelter, personal care, medical care, and safety
? Based on a set of identified needs and goals, clients are linked with a network of services and resources available in the community
? Clients are assisted with enhancing their independence, self-sufficiency, stabilization, and security
? Clients can access a variety of services through a single point of entry

Service Priorities:
? Programs are designed to target and address the needs of the youth, elderly, working poor, single parents, seriously mentally ill individuals, and other vulnerable populations
? Services are relevant to clients' needs and allow them to meet realistic goals

Proposed Outcomes:
? Client takes initiative and demonstrates personal responsibility for achieving the goals outlined in the case plan
? Client demonstrates the ability to function at incremental levels and maintain the optimum level of independence
? The client completes the plan

Counseling
Programs that provide outpatient services designed to help individuals increase their ability to cope with difficulties and improve social, emotional, and behavioral functioning

Basic Service Elements:
? Services are available and affordable to persons who are experiencing social, behavioral and emotional problems that impede their ability to live safely, productively, and meet daily obligations
? The treatment modality offered by the program is a best practice for the targeted group; and there are opportunities for individual, peer, and family mentoring and support
? Intervention programs build on individual strengths and develop preventive coping mechanisms for the client
? There is a comprehensive menu of services available to provide the appropriate support to each client based on need

Service Priorities:
? Programs are designed to target and address the needs of identified notch groups
? Services can be purchased on a low- to mid-level sliding fee schedule
? There are qualified and stable staff to provide ongoing services at the appropriate level
? Treatment options for youth are available

Proposed Outcome:
? Individual and/or family dysfunction is reduced
? Clients demonstrate enhanced interpersonal skills
? Clients establish an ongoing support network

<u>Health and Safety</u>
Programs that promote health and seek to prevent injury and harm to individuals by increasing awareness and knowledge regarding health and safety issues, and by making resources and support services available and accessible

Basic Service Elements:
? Programs include broad access to education and prevention information on health, safety, and lifestyle changes to improve wellness
? City funds are used to augment primary health care services and a referral system to health related services
? Services are culturally and linguistically sensitive

Service Priorities:
? Programs target and address the needs of non-AHCCCS eligible notch groups, children and youth, elderly and/or disabled individuals, and medically uninsured individuals and families
? Prevention programs are available and accessible
? Programs are implemented in areas where there is limited service available to vulnerable populations

Proposed Outcomes:
? People attending prevention and education classes demonstrate increased knowledge
? Emergency and chronic health problems are addressed
? Safety is increased; susceptibility to becoming a victim or becoming injured is decreased

<u>Independent Living/Elderly Housing</u>
Programs that support persons with special needs to preserve their independence and reduce the need for institutional care

Basic Service Elements:
? Individuals maintain residency in their existing/primary home or are provided with supportive housing to meet identified special needs
? An individual's need for services is determined through a formal assessment process conducted by qualified personnel
? Proposed services are linked to the recognized community service system established for the identified population
? Programs provide activities to decrease individual isolation
? Services support, maintain, and enhance the role of primary caregivers. Individuals are assisted in safely performing activities of daily living to maintain independence
? Linkages in provider systems streamline client access to services

Service Priorities:

? A single point of entry and a single contact for client is established
? Services are easily accessible and program eligibility, requirements for participation, and scope of service is understandable to the client
? Transportation that links clients to services are made available
? Programs are designed to target and address the needs of seniors

Proposed Outcomes:

? Client's independence or quality of life is maintained or enhanced
? Housing, appropriate to individual needs is secured and/or maintained
? There is increased and sustained support system established for family members, care givers and the client

3. YOUTH AND EARLY CHILDHOOD DEVELOPMENT AND SUPPORT

The City's goal is to promote opportunities that assist youth in making responsible and healthy decisions.

Childcare/Early Childhood Development

Licensed programs for pre-school-aged and school-aged children that provide affordable, high quality care in a safe and healthy environment. Children will be provided with programs that are developmentally appropriate to their needs.

Basic Service Elements:

? Programs are comprehensive and include the following elements: safe and secure environment, fee scales that are affordable, age-appropriate language, reading and motor skill development, and school readiness
? During non-school hours, a safe, secure and affordable learning and recreation environment is provided for school-age children, including those with special needs

Service Priorities:

? Programs focus on the needs of infants, toddlers, pre-schoolers and/or school-age children
? Programs are co-located or easily accessible from the school site
? Programs incorporate services for children with special needs e.g. bi-lingual, physically or developmentally disabled
? Programs provide a link to services that help parents seek and maintain employment, job training, and/or education
? Programs are offered at non-traditional times

Proposed Outcomes:
? Children enter the school system with appropriate level skills
? Children learn self-direction and establish social skills and academic disciplines
? Families access a comprehensive array of supportive services to enhance child health, nutrition and development
? Programs assist children to work toward school success or overcome an identified barrier to academic achievement
? Children and youth develop an expanded support system

Delinquency Prevention and Intervention

School-aged and adolescent programs that provide structured activities, skill development and education opportunities to establish positive leisure time activities and choices.

Basic Service Elements:
? Programs provide structured activities and ongoing stable and consistent personal support
? Effective alternatives to institutionalization and incarceration are available
? Programs are designed to promote individual success, enhance independence and self-sufficiency, and teach resiliency and other coping skills

Service Priorities:
? Programs target school-age youth

Proposed Outcomes:
? Reduces recidivism and truancy
? Negative influences are counteracted
? Positive behaviors are learned and utilized
? Youth establish a network of support and there is an increase in positive family involvement

Parenting Education and Support

Parent education classes and teen-parent programs that promote the healthy functioning of the family unit.

Basic Service Elements:
? Parents have broad access to information and training that enhance parenting skills and promote positive child development

Service Priorities:
?   Programs target teen parents
?   Programs designed to meet the needs of parents
?   Programs target traditional and non-traditional families that are at risk

Proposed Outcomes:
?   Parents' skills, resiliency and confidence is increased
?   Child/parent bond is enhanced
?   Parents' knowledge of community support and resources is increased
?   Parents' knowledge of child development is increased
?   Parents establish an on-going support system
?   Parents are able to secure and maintain employment or further their education

4.   <u>INDIVIDUAL DEVELOPMENT</u>

Programs targeted at youth and elderly that promote opportunities to build individual skills and community assets that contribute to a skilled work force, cultural richness, healthy lifestyles, academic achievement and socialization of residents.

<u>Community Involvement</u>

Programs that provide leadership development, community involvement, and volunteer opportunities to enhance the community service network

Basic Service Elements:
?   Programs have meaningful opportunities for a variety of volunteer contributions
?   Individuals who have received assistance in human service programs have opportunities to contribute back to the agencies, programs and clients involved in the system
?   Volunteers are recruited, trained and placed to augment the capacity of human services, agencies and programs

Service Priorities:
?   Programs expand capacity and enhance the effectiveness of existing services
?   Programs target elderly and youth
?   Programs incorporate leadership development

Proposed Outcomes:
?   Volunteerism reduces program costs/enhances agency cost effectiveness
?   Program efficiencies are increased, information and services are more readily available and accessible
?   Volunteers enhance leadership development and add new skills

? Volunteers report personal satisfaction and growth as a result of participation

Education, Job Training and Placement

Programs that promote academic success, job preparedness and career development by providing client support and incentives, as well as technical skills and training.

Basic Service Elements:
? Programs provide structured activities and ongoing stable and consistent academic and personal support
? Individuals have access to programs that prepare them to reach and maintain their highest potential in the workforce
? Programs offer and/or link clients with support services such as childcare and transportation
? Programs provide specific skill training that incorporates accountability and leads to certification

Service Priorities:
? Programs are available and accessible to populations in geographic areas with high dropout and low graduation rates, or substandard test scores
? Programs target high-risk youth (12-23 years old)
? Programs are designed to meet the needs of teen parents, under-employed adults, and adults without GED or high school diploma
? Certification for training or achievement that increases employability

Proposed Outcomes:
? Basic educational skills and readiness are enhanced
? Earning potential and employability is increased
? Permanent employment is secured and maintained
? Number of employers engaged in workforce development is increased

Recreation and Enrichment

Programs that promote mental and physical health, promote positive socialization, teach leisure and sports skills, and generally seek to enrich leisure time for program participants

Basic Service Elements:
? Programs promote accessible recreational opportunities for all segments of the population

Service Priorities:

? Programs provide opportunities in areas of the community where there is limited availability

? Programs include opportunities for people with special needs or barriers to participation, e.g. transportation or financial assistance

Proposed Outcomes:

? Enhanced confidence, leadership skills and/or resiliency

? Physical wellbeing is enhanced

? Positive alternatives to negative behaviors are promoted

Proposal Review Process

The priorities and FY 2005 funding levels will be advertised in the Request for Proposals (RFP). A representative review committee will evaluate proposals and make recommendations to the Oversight Committee, which will forward them to the City Manager. Final funding decisions will be made as part of the City's adopted annual update to the Consolidated Plan, scheduled for early May.